



# Taking up Leadership!

**Leadership program**  
**for PhD candidates and postdocs**

February/March 2015

## Quotes

*"This course helps everybody to achieve a higher professional and personal level."* Karine Barbot (FR) PhD, Faculty of Humanities, Leiden.

*"I expected theories, role models and a lot of successful cases about leadership. Instead, I was led to a journey of discovering myself—my strengths, pitfalls, views, challenges, and the tendencies that I have inside a dynamic group"* Xiaoyan Du (CN) PhD, Faculty of Medicine, Utrecht.

*"Very enlightening for every PhD student who wants to analyze and develop his or her role in a project."* Ninke van Leeuwen (NL) PhD, Faculty of Social Sciences, Utrecht.

*"I think I'll benefit from this course on the long term too. That's the reason why this course differentiates itself from other courses I participated in."* Wouter van Broekhoven (NL) PhD, WIAS, Wageningen.

*"The course takes you out of your comfort zone. I realized that some of my perceived weaknesses can be strengths when used wisely. I also identified situations in which my behavior is not conducive to a positive outcome despite my best intentions. Armed with that knowledge I'll be able to make progress towards a better leader and person."* Anna Daniel (D) PhD, The Dutch Blood Bank Sanquin, Amsterdam.

*"Great course, very intense and very professional teachers."* Francisco Fernandez (CO) PhD, Faculty of Pharmaceutical Sciences, Utrecht.

*"A very challenging and informative course. Because of the intensive and small-scale character, and the good balance between theory and practice I learned a lot in a short time."* Susanne Vijverberg (NL) PhD, Faculty of Pharmaceutical Sciences, Utrecht.

## Facts & figures

In the past 15 years

- more than 300 people participated in this course.
- participants come from Universities all over the Netherlands and Belgium.
- groups are composed of a balanced mix of men versus women and sciences versus humanities or languages
- a variety of nationalities like Chinese, Spanish, German, Colombian, Belgium, France, British, Thai, American, Italian, Portuguese and Finnish participated in the course
- the course was hosted at the Utrecht School of Governance (USG) of the Utrecht University
- the course has been evaluated with an average mark between 7,6 and 8,8

# Why this course?

Professionals such as PhD candidates and postdocs are increasingly expected to take on a leadership role in organizations. The course Taking up leadership is meant for PhD's and postdocs who are interested in taking up this role in their present and future work. The participants will learn about **organization processes** (why are things organized or not organized as they are?) and **leadership** (how can you influence these processes?). In addition, participants will learn practical management skills to function better in a leading role.

## For whom?

The course is meant for participants who:

- are interested in taking up a leadership role in their present or future work
- want to develop their management skills
- want to develop their understanding of conscious and unconscious processes of organizations

## Benefits for the participants

After the course the participant will:

- be more effective in getting things done within groups
- be more effective in communication
- be more effective in working together
- be more effective in dealing with organization processes and politics

## Benefits for the organization

The course will deliver organization members who:

- are more connected to the organization
- take responsibility for their tasks
- contribute to the development and change of the organization
- take on roles that are helpful for others
- expose management skills for the benefits of the organization

# Program

The program consists of an intake, a nine day program and a coaching conversation.

## Intake

During the intake the needs of the participant will be explored and course information will be given. The intake will be held by phone.

## Training program

### 1. Organization processes and leadership

Learning organization processes and leadership in relation to yourself, your role and your working situation.

- **Qualities and pitfalls:** exploring the influence of your qualities and pitfalls in your (leadership) role
- **Organization Role Analysis:** exploring images in the mind that influence your (leadership)role
- **Organization consultation:** analyzing organization and leadership dilemmas
- **Group dynamics:** exploring conscious and unconscious group processes

### 2. Management skills

Learning management skills necessary to function as an effective leader.

- **Active listening:** learning to listening also to what is not said
- **Feedback:** managing a feedback conversation with the purpose to change behavior
- **Bad news:** bringing bad news and containing the emotions at the same time
- **Negotiating & Conflict handling:** managing a win-win situation for both parties

## Coaching conversation

In the period after the course the participants undergo a coaching conversation (optional) of 1,5 hour with the course leader to explore and analyze their leadership or organization dilemmas.

## Learning method

The course is composed of a variety of learning methods:

- **Reflection:** reflecting on yourself, your role and the organization.
- **Action learning:** experimenting with your behavior during role plays
- **Consultation:** receiving a consult about a leadership or organization dilemmas
- **Theory exchange:** lectures about organization and leadership theory and management skills
- **Story telling:** exchanging experiences
- **Literature:** reading articles about organization processes, leadership and management skills
- **Feedback receiving and giving:** receiving feedback from others about your behavior.
- **Exploration of group processes:** observing conscious and unconscious group processes.
- **Assignments:** writing a reflection report and formulating learning goals for the future.



## Staff



Niels van Steenbergen is an organization psychologist and has more than ten years of experience as a University lecturer (Utrecht University), trainer executive coach and consultant. He is owner of Niels van Steenbergen Consultancy ([www.nvsc.nl](http://www.nvsc.nl)) and has a variety of clients in the academic world like NWO, KNAW, University of Utrecht, Amsterdam, Eindhoven and Wageningen. He organizes (international) courses in relation to management and leadership issues for PhD candidates, post docs, policymakers, managers and advisors. His style is reflective and analytical and he has an active listening attitude. Niels is a certified coach at the European Association for Supervision and Coaching and a registered organization psychologist at the Dutch Institute of Psychologists (NIP) ([www.NIP.nl](http://www.NIP.nl)). Niels will be the course leader during the course.



Rose Redding Mersky PhD has been an organizational development consultant and executive coach for over 20 years. She has consulted to a variety of organizations in the profit and not-for-profit sectors. Rose has an M.S. in Education from Bank Street College, New York City and a B.S. degree from Duke University, North Carolina. She is in her third year of doctoral studies at the Institute for Psycho-Social Studies at the University of West England in Bristol, UK. Rose conducts numerous workshops with clients and organizations in Europe and the U.S. These workshops include Social Dreaming, Social Dream-Drawing, Organizational Role Analysis, Social Photo-Matrix, and Organizational Observation. She is a U.S. citizen and has lived and worked in Germany since August of 2005. Rose will work as a consultant during two days of the course.



# Practical information

## Dates

The dates of the course program are, **5,19,20 February 4,5,6,25,26,27 March 2015**

Intakes will take place in January. An appointment for the coaching conversation will be made individually after the course.

## Number of participants.

A minimum of 5 and a maximum of 12 people can participate in the course. The number of participants is limited to allow a maximum learning effect.

## Language

The spoken language in the course will be English and Dutch.

## Time investment

The time investment of the participant will be between 100-120 hours (4 ECTS)

## Certificate

Participants will be awarded a certificate of completion if they attend the full nine days of the program.

## Fee

The course fee is 1975 euro for PhD candidates and 2475 euro for postdocs. The intake, training program, coaching conversation, tea & coffee and reader and VAT is included. Niels van Steenbergen Consultancy is a CRKBO certified education institute and therefore doesn't charge VAT. A limited amount of bursaries are available for participants with a small budget.



## Location

Oorsprongpark 7 | 3581 ET | Utrecht



## Contact

Please feel free to contact us for more information or to sign in:

Niels van Steenbergen (courseleader) Schiermonnikoog 13 | 3524 AH | Utrecht | 0651803376 | [info@nvsc.nl](mailto:info@nvsc.nl) | [www.nvsc.nl](http://www.nvsc.nl)

# Application form

## Taking up leadership for PhD candidates and postdocs

5,19,20 February 4,5,6,25,26,27 March 2015

Name / initials/ title	
Given name	
Date & place of birth	
Nationality	
University	
Faculty	
Work address	
Phone at work	
Mobile Phone	
Email address	
Date	

Signature participant

Undersigned registers himself/herself for the leadership program "Taking up Leadership for PhD candidates and starting postdocs 2015" and agrees with the terms and conditions stated below including annulment regulations.

- We will register you as a participant for the course when we receive this completed form.
- Registrations are treated in order of date of received submission.
- A waiting list will be set up if the course is oversubscribed.
- Only written cancellations will be accepted. A complete refund (with the exception of an administrative fee of € 200-) will be given up till four weeks prior to the beginning of the course. After that period participants will be charged the full rate of 1975 euro for PhD's and 2475 euro for postdocs
- Niels van Steenberg Consultancy reserves the right to cancel the course in case of insufficient enrolment. The course fee that has been paid will then be returned to you.
- Please return this Application form with signature as soon as possible to:

Niels van Steenberg Consultancy  
(Course 2015)  
Schiermonnikoog 13  
3524 AH | Utrecht

Niels van Steenberg Consultancy | 3524 AH | Utrecht | [www.nvsc.nl](http://www.nvsc.nl) | [info@nvsc.nl](mailto:info@nvsc.nl) 0651803376 |